

Hiring and Retention Efforts

This handout seeks to provide further information on some of the efforts we have done as a Department and City to help address employee concerns at the Flagstaff Police Department.

In February of 2014 the Leadership Team at the Police Department conducted an in-house anonymous survey. In October of the same year we held a strategic planning retreat incorporating a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The feedback from both of these events provided the Leadership team with some common areas of concern that both officers and non-sworn staff felt hindered the hiring and retention of quality employees, and the continued success of our agency. In the below table we outline the concern and some of the action items that have already been put in place to address them.

Concerns	Action Items
The pay is in adequate	<p>Some positions get specialty pay (SWAT, Bomb team, Negotiators, Phlebotomy, Motors, and Collision Reconstruction) due to the nature of the assignment.</p> <p>In FY15, 5% add pay was approved for Field Training Officers while actively training.</p> <p>Communications Training Officers receive an additional 2.5% while actively training.</p> <p>Shift differential has been tentatively approved in the 2016 C.M. recommended budget. This would give those working a swing shift an additional 3% per hour and those working a graveyard shift an additional 5% per hour. We found 18 out of 24 agencies surveyed offer shift differential for their dispatch centers.</p>
Housing and cost of living are too expensive	<p>We are exploring a first time home buyer program that will match down payments up to \$5,000.</p> <p>Our Uniform Advance was increased from \$1,000 to \$1,600, upon hiring, which helps off-set the cost of uniforms which is estimated to be over \$2,000.</p> <p>Uniform reimbursement had been reduced from \$1200 annual to \$600 annually in 2009. In FY 15 it was increased for existing officers to \$1,000 annually.</p> <p>The Tuition Reimbursement Program allows employees to seek degrees which will assist with promotions within the Department or the City.</p>

Benefits are too costly	<p>There is now a choice between health plans.</p> <p>Health Wellness incentives save employees money if they live healthy.</p> <p>Employees have a health savings account option, whereby they can place pre-tax money into the account for qualified medical expenses.</p>
Career ending violations	<p>Our Early Warning System tracks use of force incidents, complaints, employee accidents and administrative investigations. If the employee has a certain number of serious infractions or 10 or more total incidents within a year, we meet with the employee to ensure there are not underlying issues that are contributing to the incidents.</p> <p>We have a trained Ethics team that teaches ethics related in-service training every quarter.</p> <p>We subscribe to an everyday is a training day program which quizzes all employees daily on our current policies.</p> <p>We instituted a peer mentoring program whereby new officers are paired up with senior officers to help them navigate the profession.</p> <p>Our on-site City Attorney produces Legal bulletins, policy review, and in-service training for officers to keep them up on legal challenges and changes.</p> <p>The Critical Incident Stress Management Team provides professional and peer counselors to help get our employees through hardships by providing support and services after traumatic incidents.</p>
Performance Evaluations not aligned with Department goals	<p>The re-design of our performance evaluations puts more emphasis on quality police work over quantity.</p> <p>The new evaluation aligns comp-stat and Community Policing goals better with the individual Officer's activity. Officers get credit for working crime hot spots, dangerous intersections, and directed patrol, rather than being rated on the overall number of stops, citations, warnings and contacts.</p> <p>This new format gives the immediate supervisor a means to address quality of life issues and crime trends before they become bigger problem, and eliminates officers conducting self-initiated activity to just obtain a, "tick mark".</p>

Heavy work Load	<p>The call notes reporting program allows officers to enter quick call notes on the MDC rather than writing a formal report on minor incidents not criminal in nature and which do not require follow up.</p> <p>The private property accident report was edited to be user friendly and quicker to fill out on-scene.</p> <p>An audit of calls for service and overtime found our shifts were not optimally aligned. We received funding for two additional supervisors to create an eight squad format, which allows for better overlap squads during high call load times.</p> <p>Our victims' rights notification system was streamlined to save the officer time.</p> <p>The amount of information needed to complete a warrant supplement arrest was reduced, making it faster to complete the report.</p> <p>We explored a patrol dictation program to help officers get off on time, but after a pilot program it was discovered the dictation was not saving us any money in overtime and was cost prohibitive.</p> <p>Overtime money for DUI Enforcement and Underage Consumption Prevention helps put additional police officers on the beat during special nights, for example; Prom, Homecoming, and Cinco De mayo, to help lighten the work load of the existing offices working those shifts.</p>
Low staffing	<p>We are contracting with an outside business for our initial testing process to a nationwide company who has multiple testing sites across the nation. This allows people to take an entrance exam and then have their application and scores sent to our agency.</p> <p>The eight squad format and shift realignment allows better overlap of high call times and the ability to call in other squads earlier if needed.</p> <p>Minimum staffing levels have been set per shift. If an officer calls in sick, a replacement officer is called in to help cover his shift, so the shift as a whole is not below minimum staffing.</p>

	<p>FBI task force overtime money (\$140,000) is available to help pay the violent crime task force investigators, which helps supplement patrol during large or involved investigations.</p> <p>All sworn officers who hire on with the Department sign a three year contract. Officers must repay \$30,000 if they leave in the first year, \$20,000 if they leave during their second year and \$10,000 if they leave prior to completing their third year.</p>
Dispatch trainee failure rate	<p>The Criti-call applicant screening program tests applicants on how well they can multitask taking information spoken over a speaker and entering calls for service on the computer. It tests memory recall as well as typing speed, screening out those who do not have the basic skills for the position.</p> <p>New dispatch employees are sent to a formal 3 week dispatch academy to learn the basics of the position and receive all their certifications in one place.</p> <p>We formalized our Communications Training Program by requiring trainers become certified. Certified Trainers receive additional compensation while training and the training program is currently being updated.</p>